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TO D. P. Fitzgerald

RE Sales Materials Task Force

Pursuant to your request the following is the Buffalo Region's response and/or recommendations as it relates to Sales Materials Task Force.

Let me first state that I don't believe that there is and/or are specific answers to the objectives of the task force. Quite simply put we as a company have a tendency to over complicate our business processes. The answers are found within our attitudes and approach towards our business and our objectives will be met. Listed below are some key principles and/or guidelines that should be followed if the task force is to realize it's objective as follows:

- ⌚ We need to apply the "KISS" Method -- keep it short and simple.
- ⌚ Allow ample time for field response and/or input. Too many times we are asked to respond within unrealistic time frames (i.e., POS changeover 2-24-95) which results in improper data that could potentially mean excess and/or short falls -- waste!!
- ⌚ Ensure system supports address the objective (input equals output). Confidence and reliability in business process == success!!
- ⌚ Clear, concise and comprehensible communication that is actionable. Minimize confusion at all times!

Understand that we as a company continually request and invite constructive criticism from field users, which is a necessary part of our business. Keep in mind that this only leads to more items in our inventory based upon field suggestions and/or requests. Someone needs to balance request for new items versus business needs if we truly intend to reduce inventory -- it gets out of control unless it is absolutely necessary!

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Also, keep in mind that the company establishes business priorities and creates new items (i.e., new doral displays). I am not advocating that the displays aren't necessary - more importantly it's a by product of appropriate business objectives. Again this adds more items to our inventory.

Rush shipment is a by-product of business and has value. The key is to manage and control this option. Usually back orders, special chain request, and missing items result in the utilization of rush shipments. It is not common practice!

I would strongly suggest that prior to the disposal of items the field be given and/or advised for the purpose of utilizing in the field versus being arbitrarily destroyed.

We should probably investigate a process that would identify by Region excessive inventory that could be re-deployed and utilized in other geographic areas versus being destroyed and/or occupying valuable warehouse space. If you don't need it give it up to someone who can utilize!

Should you have any questions, please contact me.

Sincerely,

Stephen

S. R. MacLeod

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SRM:etb

cc: D. DeRose

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